CHAPTER V

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Organizations are becoming increasingly aware of the importance of human resources. This awareness is generated by the realization of the fact that the people subsystem is a critical dimension in organization effectiveness. The real life experiences substantiate the assumption that no matter how sophisticated and modern the business of the organization becomes, it will find it extremely difficult to sustain its growth and effectiveness, unless its human resources are complementary to its operations (Mankidy, 1996). This realization has propelled human resource development into a major field of study in recent years, and this renewed interest has further facilitated in developing newer approaches, for managing human resources. Training and Learning functions have become most powerful differentiators and providing a competitive edge. Human Resource Development (HRD) in the coming years will demand that learning occur faster in more diverse places, across more cultural and national boundaries, with more efficiency. The real challenge for HRD is to find new ways to implement learning technologies that are efficient, effective and that deliver immediate strategic business results.

HRD- Status in India

In India, the subject of management development is a relatively new and challenging one. However, in a large, relatively enlightened private sector undertaking, and in a majority of public sector units, we observe the use of many of the latest engineering technologies, and managerial techniques, developed in the west. Management approaches like Management by Objectives, Organizational Development etc., are being explored with great interest. Techniques for identifying and improving managerial styles like managerial grid, sensitivity training are also being introduced slowly. All these belong to
the package of management development effort. These systems are to help improve professional and personal growth of the individual and, consequently, the growth of the organization.

**An Overview of the public sector**

State participation has been considered necessary in both the developing countries as well as the developed countries. Among the development policies that have been propounded to achieve rapid economic growth, the state has been assigned a crucial role.

Two broad factors have contributed to the expansion of public sector.

- One is that in the developed market-economies, government sponsorship has been concentrated more on science-intensive industries.
- The second factor is a consequence of the persistent structural problems experienced in both the developed as well as the developing countries. In the present decade many governments have turned to state owned industries to dampen inflation, to stimulate employment, to manage the contraction of troubled industries (e.g., Steel, heavy engineering & ship – building) with a minimum of social cost, or to redistribute production and employment to depressed areas of the domestic economy.

In India, the government has attached an added significance to the expansion of public sector mainly for removing the regional imbalances and for safeguarding the overall interest of the society.

At present, the training institutions (external) and in house training departments offer few courses of generalized nature and at times, of course, of specialized nature. There are courses for executives and lower level staff. There are courses in specific functional areas, like the marketing management, production management, general

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management, design and development, financial management etc. Occasionally, seminars and workshops on planning, management information system etc., are also organized. The present study has been designed with a prime belief that training is a continuous process and is needed at all levels in the organization. Training is also considered as the basic foundation for all HRD and OD initiatives in an organization.

There is always a concern among HR professionals to create a synergy between research and practice, leveraging available technology without losing the human touch and social component of learning, striking a healthy balance between work life and personal life, to create workplaces with human touch, acknowledging intellectual capital as a lifeblood of organizations, embracing globalization, embracing multi-culturism, managing knowledge and learning effectively, developing partnership and collaboration internal and external to organization and fostering lifelong learning.

As mentioned above, training is a continuous process and is needed at all levels in the organization. Training is also considered as the basic foundation for all HRD and OD initiatives in an organization.

The study attempted to cover SEVEN Ps of Training and Development namely, (1) Perspectives, (2) Perceptions, (3) Preferences (4) Planning and Implementation, (5) Participation, (6) Problems and (7) prospects associated with Training and Development Initiatives in NTPC. The findings of the study are presented in the following pages more or less in the same order of the issues elaborated in the 7-P training model. The first part in the presentation of this chapter covers the respondents’ profile while the second part deals with the respondents' training experiences and expectations regarding various training related aspects.
As mentioned above, in this study the researcher captured the views, experiences and expectations of the trainees who underwent training during the last five years. The study aims at suggesting a comprehensive model for training and development activity based on the understanding of training needs from the trainee's perspective, as it is highly important for any training activity to be trainee centered, to give maximum benefit to the trainee, and also to the organizational development process as well. The study has covered a wide range of issues pertaining to the planning design and implementation of training programs. The study also attempted to understand the personal and professional dimensions of the respondents.

The NTPC being a very large public sector enterprise with geographically diversified locations, has established a centralized training institute: Power Management Institute in NOIDA. In this survey, as mentioned in the methodology, a total of 269 respondents' views have been considered for an in depth analysis. The department-wise distribution of respondents is as follows: A little over 40 percent of the respondents (40-15 percent) covered in this study are from engineering and technical departments followed by 31.23 percent from personnel and administration divisions. The services departments like MIS, Security Time Office and Transport, have reported to have a little over 17 percent representation (17.10 percent) in the training and development process. A question pertaining to the cadre wise distribution of respondents revealed that 46.48 percent respondents, who underwent training during the period of study are in the junior and technical officers/engineers cadre, and 28.24 percent are from middle management, while the remaining 25.28 percent of the respondents belonged to the senior management.
cadres. The findings of the study suggest that more training effort in terms of involving more no of people, may be required at all levels. It is pertinent to observe that the middle management level training needs to be accelerated, to prepare personnel for senior management positions. Similarly at technical and junior officer level, more intensified training may be planned.

The survey revealed that nearly 51 percent of the respondents (50.93 percent) are working in the organizations for a period ranging between six to ten years, while another 15.24 percent of the respondents are found to be serving the organization between 11 to 15 years, and a little over 14 percent of the respondents are reported to have been working for the last five years.

The study indicates that 80 percent of the respondents have joined the organization during the last 15 years, particularly in the post liberalization era which witnessed a phenomenal growth of the organization. In other words 87 percent of the total respondents are less than 45 years of age and will be serving the organization for the next 15 to 35 years. The survey brings to the light, the fact that training and development activity has a vital role in transforming this large group of employees in the organization.

In this study an attempt has been made to find out the role and involvement of HR department as seen/perceived by the respondents. As many as 10 different roles have been listed in the questionnaire and the respondents were asked to indicate the level of involvement they perceive as High, Medium and Low. Close to 70 percent of the respondents felt that HR department has a Medium level involvement in the preparation of training plan while close to 25 percent of the respondents felt that the role, HR department has to play, at a High level, in preparing the training plan.
Preparation of training plan is yet another important activity in training the organization. Training planning, is a comprehensive set of activities comprising of, identification of training needs, design of training program (sequencing of training sections), deciding the pedagogical tool to be used in the training program. A question pertaining to who should prepare training plan revealed that nearly 60 percent of the respondents felt that it is training or HR department, to prepare the training plan. Another 30.86 percent of the respondents felt that preparation of training plans have to be the joint responsibility of user departments and the training department.

In this study, an attempt has been made to find out the impact of training on the performance of selected HR functions. This question is included in this study, based on the premise, that these HR activities are often performed by junior, middle and senior level managers, who are included in this study, in their respective departments. Performance appraisal, Career planning, Organisational development, Counseling, Succession planning, Reward and Punishment are the selected HR functions included in this question. The respondents were asked to give their views on a five point scale ranging from 'Very Significant Impact' to 'Insignificant'. 32.34 percent of the respondents followed by another 30.11 percent respondents felt that training would have a 'Very Significant' impact in discharging performance appraisal responsibility. In other words, a little less than 63 percent, of the respondents, felt that training would have a considerable amount of influence on their performance appraisal capabilities, to find out the impact of training, on the performance of selected HR functions.

Many a time trainees and their departments encounter difficulties in adjusting their work schedules with training cadres there by, leading to under response to training
programs. Similarly, the content plans, number of sessions planned and organized usage of various tools and techniques, time allocated for practice sessions and time spent, changes in sessions, changes in faculty etc., are considered as deviations in implementing training programs. Keeping this in mind, an attempt has been made in the study to know the extent of implementation of training plans. 42.60 percent of the respondents felt that the training plans are successfully implemented to the extent of 26-50 percent and another 35.32 percent respondents indicated that the training programs are implemented from 51-75 percent. The study clearly indicates there are some gaps in planning and implementation of training programs. Although this is one side view (trainees), it is pertinent to identify the implantation hurdles by better planning.

The study attempted to know how respondents regard role of HR in organizations. The question listed seven major objectives of HR interventions viz., better HRM and IR, to enhance productivity levels, to develop and maintain efficient management cadres, to prevent managerial obsolescence, to enhance motivational levels, to reduce attrition rate (employee turnover) and to support career advancement plans. Close to 40 percent of the respondents (39.78 percent), felt that training interventions need to improve HRM and IR as one of the objectives to a 'Large Extent'. Another, 31.60 percent felt that better HRM and IR shall be the objective to a 'Very Large Extent'. In other words, nearly 72 percent of the respondents have felt that improving HRM and IR in organizations has to be one of the HRD/training objectives, in organizations.

Development of efficient management cadres is also considered by respondents as a very important priority among the objectives of HR interventions in organizations. 50.42 percent have said that this should be the objective of training interventions to a
'Very Large Extent', followed by another 35.69 percent, who felt that development of management cadre shall be the objective to a 'Large Extent'. 56.50 percent of the respondents felt that prevention of managerial obsolescence, shall be one of the important objectives to a 'Very Large Extent'.

The study revealed that 62.45 percent of the respondents have responded positively indicating that they are involved in preparation of training plan while the remaining 37.55 percent indicated that they are not involved in training plan preparation. The study clearly reveals that there is a need to open up good communication channels among the user departments, trainees, and training departments. Nearly 70 percent (69.52 percent) of the respondents felt that training is highly essential for survival and sustaining in the highly competitive business environment. Another 25.65 percent of respondents indicated that continuous training is required to 'Some Extent', while a negligible less than five percent of the respondents felt that training is not required on a continual basis. A majority of nearly 73 percent of the respondents felt that the focus of training initiatives in an organization shall be on new jobs. They feel that training is essential for new jobs. When asked whether training shall follow any change in technology, manufacturing processes or business environment, 78.81 percent of the respondents gave first preference followed by 13.75 percent Second Preference, and 7.43 percent third preference. The nature of training programs vary from organization to organization and at different levels. The nature of the jobs also determines the nature of training. As a part of the study an attempt has been made to understand how the respondents are looking at training activity. The question sought to know, what kinds of training programs required with a range of options, including knowledge enrichment, technical skill up-gradation,
analytical and decision making skills, human skills and leadership skills. The respondents have been asked to give their preferences from among the options given above. The study revealed that nearly 50 percent of the respondents felt that the training programs shall be centered around knowledge enrichment, and among those who perceived training as a means of knowledge enrichment, 30.48 percent accorded first rank to the knowledge enrichment. Training has been seen as a tool for technical skill up-gradation by a little over 23 percent of respondents. Analytical and decision making skills are yet another set of skills expected to be included in the training programs by 14.13 percent of respondents. Interestingly, human skills and leadership skills have not been considered, by a majority of respondents, as a wish-list of training programs. In this study close to two-thirds of the respondents felt that on the job training provides best learning and training experience and accorded high and medium level on effectiveness scale, in case of job rotation, coaching, job enlargement, committee assignments, major projects and understudy positions. In case of Long Duration training program, and nominating for training program, about 85 to 90 percent of the respondents considered these modes of training to be effective.

The level of motivation a person has towards attending a training program will always have a strong influence on the level of participation in the training and the learning process, the level of internalization of the training inputs. A highly motivated person participates in the training program with dedication, and takes back the learning experience to the work place. Such a trainee not only uses what he has learnt in the training, but also trains his subordinates. Several factors constitute the levels of training, motivation, and the current study, an urge to upgrade knowledge training as pre-requisite
for promotions. A factor increasing the chances of mobility, both positional and geographical, leading to an additional qualification, freedom from routine jobs, additional pay and allowances, during training period and an opportunity to visit new places have been included as the factors influencing the level motivation in this study. The respondents have been asked to rate each factor individually on a three point scale—High, Medium, Low.

When asked whether a person attends a training program to upgrade his/her knowledge, 54.28 percent of the respondents felt that this particular factor works as a High level motivating factor, followed by another 36.43 percent respondents, who felt that this factor could motivate a trainee to attend the training program, at a Medium level. Close to 37 percent of the respondents (36.80) felt that training could be a motivating factor at a High level, as a strong pre-requisite for a promotion, followed by another 50 percent of the respondents, indicating that this factor will have a Medium level influence as a motivating factor.

The study made an attempt to know the extent of association of trainees with training programs after successful completion of training. The study revealed that only 18.22 percent of the respondents are reported to have been associated with training programs as trainers, while the remaining 81.78 percent of the respondents are not associated with training activity after successful training. The study brings into light the fact that a majority of the trainees are not associating with training activity. It may be suggested that there is a need to develop more trainers across the length and breadth of the organization, by motivating trainees to become trainers. The company may design train the trainees programs, to graduate them into trainers.
The success of a training program depends on the degree of its effectiveness. The training effectiveness is a function of the trainer competency, the extent to which training program matches to the needs of trainee, proper feedback and review mechanism, good facilities, the commitment of trainer, strict adherence to schedules and adequacy funds. The respondents have been asked to give their opinion as to how each factor influences the effectiveness of training on a three point scale namely, HI- Highly Influential, MI Moderately Influential and Non- Influential factors. The respondents gave highest importance to need based training as one of the major factor influencing training effectiveness (87.73 percent rating Need based training as the highly influencing training effectiveness). It is very pertinent to point that the training effectiveness will be brought down tremendously, if training programs are not implemented as per schedules and sequence. Any adhoc arrangement will bring down efficiency count in the training program drastically. The training department has to take adequate steps to ensure better planning and execution of training programs.

Training and development activity in NTPC is a continuous process and the corporation is organizing technical training programs, programs covering different managerial functions and general programs, particularly on leadership, communication skills, decision making skills etc. In this study an attempt has been made to find out how many programs in each of these categories are attended by respondents during the last five years. The study revealed that over 60 percent of the respondents have attended technical programs, while another 25.38 percent respondents have attended functional management programs and 14.50 percent respondents have attended general programs. Without undermining the importance of technical training programs, it may be suggested
to increase training programs in general management and functional management areas as these programs will strengthen the managerial resources in the organization.

In-company training programs constitute, a major portion of training programs in NTPC, most of the programs are designed and customized to suit the changing training needs of employees in the corporation. These programs are well attended by the employees. Keeping this in mind an attempt has been made in the study to find out how the trainees assess the overall training activity based on the programs attended by them. The question comprised of three options- highly beneficial, moderately beneficial and not beneficial. To this question nearly 77 percent of the respondents indicated that the training programs in general are beneficial – Close to 47 percent felt that the training programs are highly beneficial while another 30 percent felt that the programs are moderately beneficial. However, the remaining 23 percent respondents felt that the training programs are not beneficial. As this number also represents a considerable number of respondents, it is suggested that there is a need to take a fresh look at identifying the training needs and tracking the feedback reviews of training programs more accurately. The training programs should always be delivering value to the knowledge base of the trainees, by providing them with new knowledge and skills. Most of the times, in big organizations like NTPC, there exists a situation of minor absenteeism or substitution of trainees in place of earlier nominated employees. This may be because of so many reasons like the person nominated for training may have to attend a very urgent meeting related to the department or because of leave application of another person this employee may be required to attend regular work, instead of attending a training program, or absence on personal grounds like health grounds. In this regard the
respondents indicated some problems in attending training programs particularly in-house programs. The respondents indicated work related problems/disturbances and few other personal problems faced by them in attending programs. The findings reveal that nearly 73 percent of the respondents indicated heavy work load at their respective places, as one of the major problems, while attending training programs.

The study points out a need for well coordinated planning at training departments and the user departments. Unless there is equal amount of concern from both sides to make training program successful and effective, it would not be possible to overcome the work related problems in training. It is suggested to set up joint training planning committees with active involvement of various heads of divisions, and training departments have to convene meetings of such committees once or twice a year, and draw the training calendar by taking into consideration the departments requirements and available timings. Such Joint Committees can also work on training need analysis, content management, scheduling of programs etc.

Prior knowledge of different training techniques will help the participants in getting best out of training programs. In most of the training programs a combination of training techniques will be used. The commonly used training techniques are lecture method, case study, business games, conferences and workshops and a few experiential techniques both in management training and technical training. A question pertaining to prior knowledge of training techniques revealed that 62.45 percent of the respondents reported to have 'excellent' knowledge of lecture method, while another close to 44 percent respondents(43.87 percent), indicated that they are familiar with conference and workshop modes of training, and rated their prior knowledge as 'excellent'. A little less
than 87 percent of respondents are not aware of case study method, while another 85.13 percent respondents indicated that they are not aware of business games/role plays etc. The study makes it clear that there is an important need to familiarize the participants with the training techniques used in training programs before the commencement of training.

The purpose of the training will be served completely when the trainee could use the training techniques and skills at the work place, and bring in improvement in the effectiveness the work he is doing. Most of the training programs organized at PMI-NTPC are focusing on honing the managerial skills of the participants thereby they become better managers. Keeping this in view a question has been included in the questionnaire to find out what is the contribution that the trainees could make in the department attending training programs. In all the ten major areas covered in the training programs, are included in the question and the respondents have been asked to rate the contribution levels on a four point scale- Very Large Extent, Large Extent, Some Extent and Very Little Extent. The first four areas of contribution are related to effective management skills namely, delegation, decision making, supervisory skills and team management. 23.42 percent of the respondents covered in the study indicated that they are in a position to learn and apply better supervisory skills after training to a 'very large extent', followed by a little over 40 percent respondents who have reportedly taken better supervisory skills to a 'Large Extent', to their work places. Nearly 19 percent of the respondents felt that the training programs enabled them with better decision making skills to a 'Very Large Extent', while another 37.55 percent reported to have learnt better decision making skills from training programs to a 'Large Extent'. The study
reveals that the implementation levels are on the whole satisfactory but there is a space and scope for improvement. It may be suggested that more focus is placed on enhancing managerial skills through training. Secondly, it is equally important to device systems to study the implementation of various inputs given through training programs, in a systematic way, on a continual basis to ensure what is learnt by trainees is applied for better results.

Training contributions are seen from organizational perspective and also from the personal growth perspective. The question analyzed in the previous few paragraphs tried to elicit how a trainee is looking at training contribution from the work point of view. The other side of the coin is how the training is contributing to one's personal growth in terms of satisfying personal needs. Considering from that angle a specific question has been included in this study as to how the respondents are looking at the benefits of training, from their individual benefit side. Because personal benefit factors is a very strong intrinsic motivating factor, in responding to training programs and also in implementing and/using what has been learnt in the training programs. Six contributing factors have been considered to gauge the respondents views, on training, as a contributor to the personal growth. These include better promotional avenues, more responsibilities, monetary benefits, better recognition, enhanced competitive potential and promising careers abroad.

Promotions in organizations often require better skills, knowledge and experience. In these days of competition and competence experience alone cannot ensure vertical growth in organizations. The training and development initiatives address to the new learning needs of employees, and equip them with necessary skills and knowledge. When
there is a link between training and career advancement, the employees will be motivated to attend training programs, expect better promotional avenues after training programs. Keeping this in mind the respondents have been asked to give their opinion as to what extent training has improved promotional avenues. To this, 30.48 percent of the respondents have said that training has contributed to the personal growth to a ‘Very Large Extent’ while another 22.68 percent of the respondents indicated that training has contributed to personal growth to a ‘Large Extent’. A small percent of respondents (8.18 percent) felt that training has not contributed to better promotional opportunities.

Training is also perceived as an enabler to enlarge responsibility base. Close to 53 percent of the respondents felt that training has resulted in more responsibilities to a ‘Very Large Extent’, while another 19.33 percent respondents felt that training has resulted in increase in responsibilities to a ‘Large Extent’. Additional monetary benefits are also included among the list of personal gains as training may lead to promotions with more salary/allowances. A little over 23 percent of respondents felt training helped them to a ‘Very Large Extent’, followed by another 25.28 percent who felt that training helped to a ‘Large Extent’. Better recognition in the organization is possible because of better knowledge and better skills of an employee. The training will provide better skills and knowledge. When asked whether better recognition in the organization is a result of training, 15.61 percent of respondents said that training helped them to have better recognition to a ‘Very Large Extent’, while another 24.54 percent of respondents indicated that training contributed to a ‘Large Extent’, in attaining better recognition in the organization. A little less than 16 percent of respondents felt that training contribution is ‘Nil’ in the process of attaining better recognition.
The study has sought the views, experiences and expectations of a varied issues connected with training and development activity in NTPC. The respondents have given their views, experiences and expectations on different issues. In some cases the experiences are good while in some other cases they have shared their concerns and expressed their areas of dissatisfaction and suggested measures for improvement. As a final sequel to the entire research effort it was felt appropriate to find out the overall training experience of the respondents. Thus, an attempt has been made in the study to finally know what is the overall training experience of the respondents in terms of, to what extent training programs are need based, whether the training programs are in line with career goals, whether the programs are helped in enhancing job proficiency, whether time spent on training is justified, and to what extent training is enriching and rewarding? The respondents' views are sought on a five point scale ranging from 'Very Large Extent' to 'Very Little Extent'. 35.69 percent of the respondents in the study indicated that the training programs are need based to a 'Very Large Extent', followed by another 24.54 percent of the respondents who felt that training programs are need based to a 'Large Extent'. When training programs match the career goals it gives immense satisfaction to the trainees. 23.79 percent of the respondents indicated that the training programs are in line with their career goals to a 'Very Large Extent', while another 25.28 percent felt that training programs organized are in line with their career goals to a 'Large Extent'. The training programs aim at increasing job proficiency of the trainees. 24.54 percent of the respondents felt that the training programs attended by them have contributed to increase job proficiency to a 'Very Large Extent' while another 17.47 percent of the respondents indicated that training programs helped in increasing job
proficiency to a large extent. 32.71 percent of the respondents indicated that training programs helped in increasing job proficiency to, 'Some Extent'. Most of the respondents felt that time spent on training is justified. Close to 90 percent of the respondents indicated that time spent on training is justified. Rank wise breakup 34.20 percent felt that time spent on training is justified to a 'Very Large Extent' followed by another 30.11 percent who felt that time spent on training is justified to a 'Large Extent'. A little less than 25 percent of the trainees felt that time spent on training is justified to 'Some Extent'.

A good training program would be an enriching experience, and the training will also be rewarding in terms of richer knowledge, more promotions and more recognition and more earnings. When asked about the respondents' whether the overall training experience is enriching and rewarding, 25.28 percent of the respondents indicated that their overall training is enriching and rewarding while another 39.41 percent respondents felt that training is an enriching and rewarding experience to a Large Extent. 17.10 percent of respondents indicated that their training overall experience is rewarding to 'Some Extent'.

The study makes it clear that 50 to 65 percent of the respondents have expressed training experiences on a positive note, by indicating satisfaction to a 'Very Large Extent' and 'Large Extent'. This over all experience is positive, but on the other side 35-50 percent of the respondents have not carried such pleasant experiences that clearly signifies there is space for improvement of training and development activity, in the organization to take trainee satisfaction to much higher levels. It is high time for the corporation to take a fresh look at the training and development activity in the entire
organization, and take necessary steps to prepare a renewed vision, mission and objectives of training. The documentation of long term training plan is very important and it is equally important to align training with the company's strategic plans and priorities.

Conclusion:

Modern day workforce does not carry only ones hands and limbs to work but their brain too. In a global market place, mindset of people, their attitude, behaviour etc are changing very fast. Hence, the role of the Human Resource Manager is also evolving with the change in competitive market environment, and the broad realization that Human Resource Management must play a more strategic role in the success of an organization. Organizations that do not put their emphasis on attracting and retaining talent may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources. With the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. And within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In order to succeed, 'Employee Communication' is going to play a very important role in achieving this objective. The training initiatives in NTPC are required to focus on training the employees on usage of communication resources across the organization and reap the benefits of emerging communication and information technologies. It is equally important to devise train the trainer programs to enable the trainers to utilize the communication technologies in training and enhance the training effectiveness.
Technology has become an integral part of an average employee’s life and is increasingly becoming indispensable in daily work. It previously was being looked at as a time and paper saving boon, but now with organizations vying for the 'best value adding organization' post in their respective industry, utilizing technology is one of the crucial functions of the business.

HR management as a function is responsible for deliverables like, business strategy execution, administrative efficiency, employee contribution and capacity for change. All these are accomplished through what HR people do i.e., staffing, development, compensation, benefits, communicate organization design, high performing teams and so on. HR can be made effective when technology is used effectively.

In conclusion, it may be stated that NTPC in general and the training and development initiatives in particular, are required to focus on long term perspectives and make training need-based, technology oriented, to meet the contemporary and futuristic requirements of human resources in the organization to enable them to contribute as a strategic partners in the organizational growth.